

# Memorandum



**Date:** August 18, 2005

Supplement to  
Agenda Item No. 7 (M)

**To:** Honorable Chairman Carlos A. Gimenez  
and Members, Regional Transportation Committee

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name.

**Subject:** Supplement to the August 2005 Monthly Progress Reports

---

Attached please find the August 2005 Monthly Progress Reports for the Aviation Department.

A handwritten signature in black ink, written over a horizontal line.

Deputy County Manager

## **Regional Transportation Committee**

### **Aviation Goals and Objectives for August 18, 2005 meeting**

#### **1. Maximize General Aviation (GA) Activities and Development Potential**

The Opa-locka Airport Development Task Force has submitted its preliminary report to the Regional Transportation Committee and the Community Empowerment and Economic Revitalization Committee. The Task Force recommended a vision for the airport: "Self-sustaining, full-service domestic and international general aviation reliever airport with supporting aircraft maintenance, repair and overhaul operations, along with the maximization of non-aviation support revenues."

The preliminary report outlines a variety of possible aviation and non-aviation-related businesses and opportunities that could be suitable for the further development of Opa-locka Airport.

Congress passed the Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2005 – the multi-year transportation authorization bill that authorizes funding for highways and transit projects, among other things. The bill includes \$1.6 million for access roads to Opa-locka Airport, a provision sponsored by Congressman Meek. The legislation has passed both houses of Congress and is expected to be signed by the President.

The Miami-Dade Aviation Department (MDAD) continues to develop and implement its GA Business Improvement Plan, with short-term, mid-term and long-term goals to achieve positive net operating revenues and increase facilities and services available to the GA community. Thus far, a financial baseline has been established, and minimum business standards have been developed and reviewed by tenants, users and the FAA. Requirements of the GA Business Improvement Plan are being phased in over three to five years.

MDAD has met with several prospective developers for a 25-acre site at Opa-locka Airport (OPF).

MDAD has met with the County Attorney's Office to determine if development at OPF and Tamiami Executive Airport require changes to Comprehensive Development Master Plan.

#### **2. Improve MIA's Competitiveness**

Staff has reviewed rates and charges methodologies and leasing policies used at other international gateway airports. The Department is forming a working group to develop

alternative methods that could enhance the affordability of Miami International Airport (MIA) for high-volume air carriers.

The working group will consist of MDAD Business Management, Business Development and Operations staff, the Airport's financial feasibility consultant, an air service development consultant, a Miami Airport Affairs Committee liaison consultant, and representatives from various categories of airlines serving MIA.

The Marketing Division is more than two and one half years into a three-year campaign to increase air service, both international and domestic, to MIA. Marketing works in collaboration with the Department's air service development consultant, SH&E, a globally recognized international air transport consultancy.

During the first half of 2005, six international air carriers received an air service feasibility study for new service to MIA. By the end of 2005, the original goal of presenting such studies to twenty-six targeted international carriers during the three-year period, ending December 2005, may be surpassed by a projected thirty-two total presentations. The carriers selected are from Europe, Africa, Asia and the Middle East, and are strategically selected as part of the plan to expand MIA's east/west international route network to supplement the strong north/south routes in place. New international route development can take a period of two to five years for fruition, from the time of route analysis presentation to commencement of the new flight. The ultimate attainment of service from one to two carriers from each region would validate the overall campaign as successful.

For domestic air service development, during 2005, Marketing has met with one Low Cost Carrier (LCC) and has recently commenced working with a second LCC that has shown genuine interest in the Miami market. At the end of the campaign, a total of six LCC's will have received service analysis studies recommending US destinations that can be viably served by the carrier to/from MIA. During the fall of 2005, TED, the low cost unit of United Airlines will commence service to MIA, replacing United's mainline service. Additionally, ATA Airlines, which withdrew from several markets earlier in 2005 as part of a reorganization plan, has announced a fall 2005 return to MIA, but will not return to Fort Lauderdale airport. Yet another LCC targeting an early 2006 start-up continues its dialogue with MIA and is showing signs of announcing its final plans to service this airport.

An Air Service Incentive Program (ASIP) was developed for MIA and presented to the MIA majority-in-interest carriers for recommendation. The Program was subsequently approved by the Miami-Dade County Regional Transportation Committee, followed by approval from the full Miami-Dade Board of County Commissioners on May 17, 2005. The program is now in a marketing/promotional phase that will continue into the fall of 2005. The MIA ASIP has two basic components, qualifying an airline for one year of abated landing fees under the following options:

1. Any new or incumbent carrier adding passenger service to **any US or Canadian city**.
2. Any new or incumbent carrier adding a new **international passenger route not** presently served from MIA.

The MIA ASIP will be in effect for two years, to be evaluated at that point for its effectiveness. The ASIP's intent is to make MIA more competitive in its efforts to attain additional passenger service and is in direct response to incentives being offered by competing airports.

Also, a community awareness program highlighting MIA's affordable fares, "I Fly MIA" campaign was launched in April 2005.

### **3. Improve Customer Service**

The Customer Service Division in partnership with the Johnson & Wales University conducted a full "train the trainer" program for several MDAD and other airport employees who were selected by the division to become potential volunteer trainers in the field of customer service and hospitality.

Following an extensive training, eleven candidates were selected to become active members of the MDAD/ Airport Employees Volunteer corps, created to conduct the Service Excellence Program (designed to enhance customer service amongst MDAD employees) and Quality Care Customer Service Training Program (developed all employees airport-wide).

The Customer Service Division and its pool of professionally trained volunteer trainers have conducted over the past two months training sessions at MIA. They have trained 95% of MDAD employees in Service Excellence (including testing sessions). Only a few individuals in different sectors of the airport and some members of senior staff have not yet received this County mandated training program, but it will be completed by the end of August, 2005. This MDAD initiative is being undertaken internally without the incurrence of overtime and disruption in the operational sectors of the airport.

During the course of the last six months, the Customer Service Division has undertaken the final creative stages of a customer service training program specifically tailored to meet the training needs of all airport employees in the field of customer service. This training course includes specific topics that are pertinent to the field of service in a major international airport. They are: Attitude, Understanding Cultural Differences, ADA, Knowing your Job Environment, Dealing with Difficult Customers, Effective Listening Skills, Moment of Truth and Service Recovery.

The Quality Care Customer Service Training Manual has been completed since June 30, 2005. It includes all the specific topics listed above. The Customer Service Division is in

the process of making final revisions and finalizing the Trainer's manual specifically developed for the volunteer trainers.

Once this program is launched, MIA will be the only airport in the nation with a Customer Service Training Program specifically dedicated to the training of all airport employees.

#### **4. Expedite Completion of Capital Improvement Program (CIP)**

The Miami-Dade Aviation Department's multi-billion dollar CIP includes expanding the airfield, the terminal and landside facilities to provide additional capacity and enhance the efficiency of existing facilities. The Board of County Commissioners at its June 21, 2005, meeting approved an increase of \$437 million to the Aviation Department's CIP for a new total of \$ 5.237 billion. Over \$2.858 billion of this CIP has been paid for work in place. Approximately \$1.69 billion in completed projects are in use. Construction is progressing on \$2.91 billion worth of contracts and \$632 million worth of projects are in planning, design, bidding and award phases.

The South Terminal Development (\$890 million), North Terminal development (\$1.942 billion) and Total Airport Management Systems (TAMS) (\$97 million) are three major programs currently under construction in addition to many smaller projects. South Terminal Program with more than one thousand (1,000) workers on site is progressing at a pace of approximately \$1 million in construction every working day. The project opening is projected for spring of 2006. North Terminal opened 9 new gates in 2004 and 2 new Gates in 2005 but the schedule for the remainder of the program has slipped. The Board of County Commissioners at its June 21, 2005, meeting approved the 4<sup>th</sup> amendment to the Lease Construction Agreement between American Airlines and Miami-Dade County to transfer the management of the North Terminal Program over to the Aviation staff. Aviation staff will provide status updates of the North Terminal Program regarding the project progress, budget and schedule compliance at the regularly scheduled meetings of the Regional Transportation Committee.

The Total Airport Management System (TAMS) encompasses replacement of obsolete computer and network based IT systems including the following important components: Common Use Terminal Equipment (CUTE), Airport Operation Information System (AOIS), Building Management System (BMS), Public Address System Infrastructure (PASI), and Premise Distribution System (PDS).

The MIA Mover consists of an Automated People Mover (APM) system connecting the terminal building to the new Rental Car Facility (RCF) and Miami Inter-modal Center (MIC). The project was advertised as a Design-Build-Operate-Maintain (DBOM) contract on December 16, 2004. In response to bidders' requests, the RFP proposal due date has been extended to August 31, 2005. A substantial Completion and start operation is scheduled for mid 2009.

During FY 2003-04, over \$425 million was paid out for completed construction, design, QA/QC inspections and related work. During the first six months of the current fiscal year, MDAD completed construction, design, QA/QC inspections and related work valued at \$233 million, a noteworthy achievement despite the North Terminal Program slow down.

#### **5. Make MIA and General Aviation Airports Environmentally Friendly**

In April 2005, MDAD took delivery of a computer program called Real Contours. This program will allow MDAD to generate noise contours based on actual operations instead of the Federal Aviation Administration (FAA) estimates. This program will provide MDAD with a great tool for assessing and monitoring aircraft noise activity in the surrounding environs of MIA.

The Environmental Assessment for Operational Changes at MIA is currently under reviewed by the FAA in New York. This much-awaited environmental study will, when approved by the FAA, allow the FAA to modify arrival and departure procedures to decrease the amount of aircraft noise in communities surrounding MIA.

Both of these projects have been discussed with, and supported by, MDAD's MIA- Noise Abatement Task Force.